



collaboration  
is everything

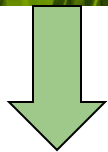
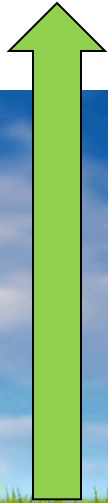
**Formal sustained commitment by several organizations to enhance each other's capacity to a common mission by sharing responsibilities, risks and rewards**

# **Joint Efforts – A word by any other name...**

- Network
  - Alliance
  - Consortium
  - Advisory Committee
  - Task Force
  - Partnership
  - **Coalition\***
  - **Collaborative**
- 
- **Group of individuals representing diverse organizations or constituencies who agree to work together to achieve a common goal.**

(Feighery & Rogers, 1990)

**Grasstips** – traditional leaders, persons  
& groups in power



**Grassroots** – indigenous, emerging  
community leaders & groups

# What Makes Collaboratives Effective?

- 1. Common vision & mission**
- 2. Transformational leadership**
- 3. Committed, engaged members**
- 4. High levels of trust & reciprocity**
- 5. Frequent communication & training**
- 6. Just enough structure & process**

# What Should Collaboratives Do?

**Analyze community issue(s)**

**Assess community assets/needs**

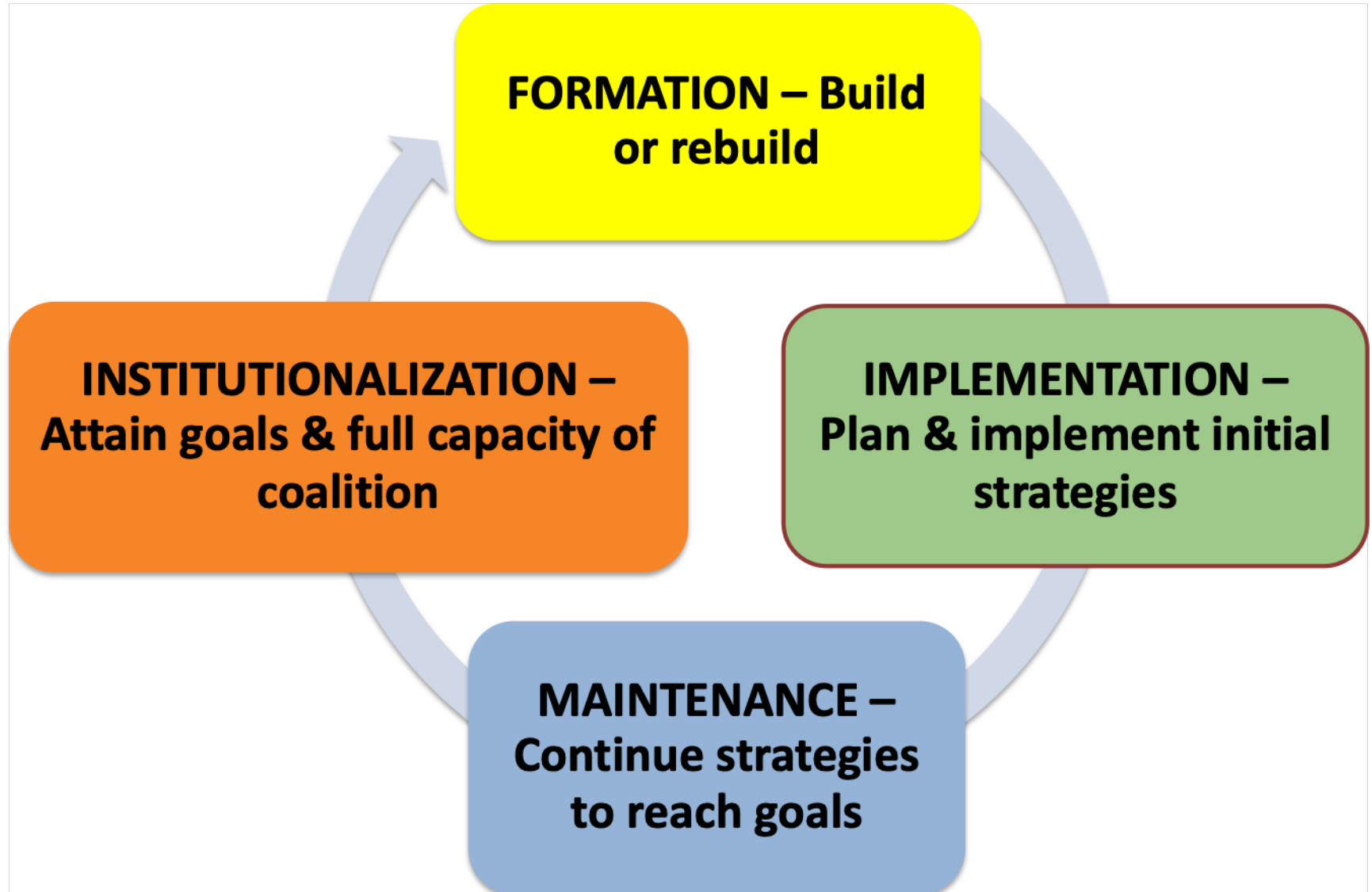
**Develop action plan**

**Implement promising/proven strategies**

**Reach community-level outcomes**

**Create social change**

# Collaboratives Develop in Stages



- **Strength in Numbers**
- **Strength in Relationships**
- **Strength in Diversity**
- **Strength in Resources**



**Benefits of Collaborating**

# Challenges of Collaborating

- **Loss of independence or competitive edge**
- **Conflict over goals or methods**
- **Expend scarce resources**
- **Delays in problem solving**





# IGNITE! Framework

Part/Stage	Campfire	Coalition/Partnership
<b>Before You Build It</b>	<ul style="list-style-type: none"> <li>• Make sure conditions are right (wind, humidity)</li> <li>• Decide on kind &amp; purpose of fire, i.e. for warmth or recreation, size</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct environmental scan or assessment (community readiness)</li> <li>• Decide on kind &amp; purpose of collaboration (formal/informal, size, networking or action)</li> </ul>
<b>Build It</b>	<ul style="list-style-type: none"> <li>• Gather the right kindling &amp; wood</li> <li>• Build good base/infrastructure</li> <li>• Decide who will keep fire going</li> </ul>	<ul style="list-style-type: none"> <li>• Gather the right people</li> <li>• Build structure for success (mission, roles, rules, work groups, by-laws)</li> <li>• Choose/develop leadership</li> </ul>
<b>Make It Work</b>	<ul style="list-style-type: none"> <li>• Start fire (spark, match, lighter fluid?)</li> <li>• Find source of ready fuel supply</li> </ul>	<ul style="list-style-type: none"> <li>• Engage people in assessment and creating a plan of action</li> <li>• Motivate/encourage to commit, participate and share resources</li> <li>• Initiate strategies</li> </ul>
<b>Sustain It</b>	<ul style="list-style-type: none"> <li>• Build good base of coals</li> <li>• Feed fire when needed</li> <li>• Prepare for ebbing flames</li> <li>• Rebuild fire or prepare to douse when finished</li> </ul>	<ul style="list-style-type: none"> <li>• Identify financial/in-kind support to maintain strategies long enough to achieve outcomes</li> <li>• Sustain energy/interest in work</li> <li>• Spin off strategies &amp; change structure or processes if needed</li> <li>• Expand/end collaboration when goals are reached</li> </ul>

# **Before You Build It**



# **In Building a Collaborative, Ask...**

**What are priority populations?**

**Does geography play a role?**

**What is community's history?**

**Does collaborative culture exist?**

**What are its assets & challenges?**



# Build It



# Know your Community



**Go into the  
community**



# Recognize & respect diversity



# Identify people & organizations you want to recruit for your work



# Engage members from all relevant community sectors



## SKILLS

- Advocacy
- Fund-raising
- Finance
- Communication
- Marketing
- Recruitment
- Leadership
- Planning



# Why Members Join & Stay

- **Believe in issue & mission**
- **Build relationships**
- **Accomplish goals**
- **Have influence & impact**
- **Like being informed & up-to-date**



# Why Members Leave . . .

- ✓ Don't feel included or respected
- ✓ Disagree w/leaders
- ✓ Conflict with others
- ✓ Unclear roles or responsibilities
- ✓ Don't see results

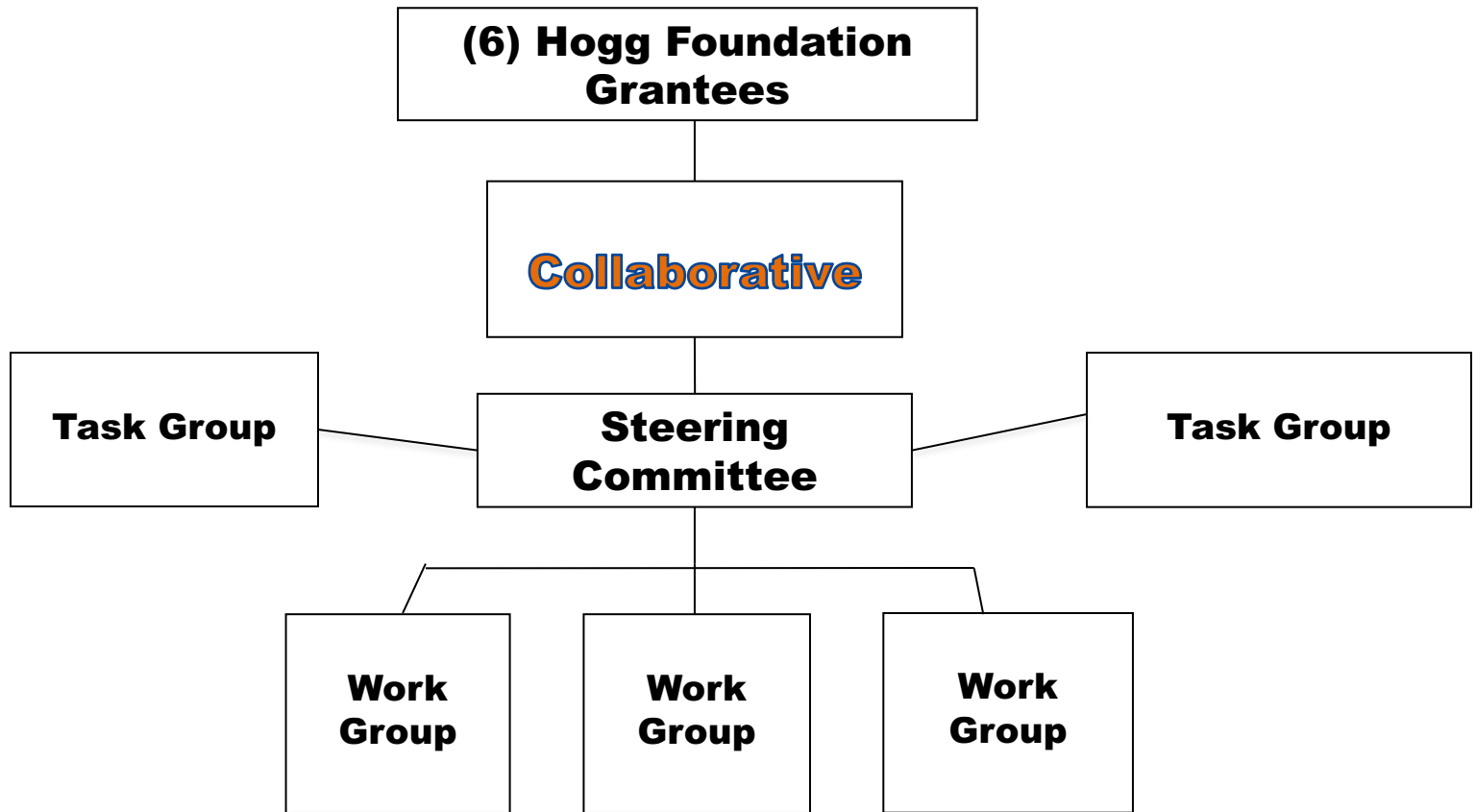


# Member Responsibilities



# Vision, Mission & Goals





# Organizational Structure

# Other Structures

- Bylaws & Guidelines**
- Meetings**
- Documents**
- Communication channels**

# Develop Transformational Leaders



**Inspirational \* Influential \* Considerate \* Stimulating**

# **Make It Work**





# **Make Your Collaborative Work**



**Engage partners in every aspect of collaborative work**

# **COMMUNITY ACTION PLAN**

**Where the rubber meets the road!**

**1-year plan of  
actions needed  
to achieve your  
mission & goals**

# Make Your Collaborative Work



**Change Policies,  
Systems &  
Environments**

# Sustain It



# Sustain Energy & Interest in Work



# Sustain & Diversify Funding

1. Local grants & contracts
2. Member dues
3. Budget allocations
4. Individual/business donors
5. Financial & in-kind contributions
6. Fees for Service



# Market Your Collaborative!



**Use All Channels to Communicate Your Message!**

# Evaluate Your Collaborative

**Inputs/  
Resources**

**Strategies/  
Activities**

**Outputs**

**Immediate  
Outcomes**

**Intermediate  
Outcomes**

**Long-Term  
Outcomes**

**Available  
resources,  
fiscal &  
human**

**Actions to  
be taken;  
action plan**

**Tangible  
results or  
products of  
activities**

**Changes in  
learning,  
knowledge,  
skills**

**Changes in  
behavior  
or practice**

**Changes in  
systems,  
conditions or  
environments**

**How your  
efforts...**

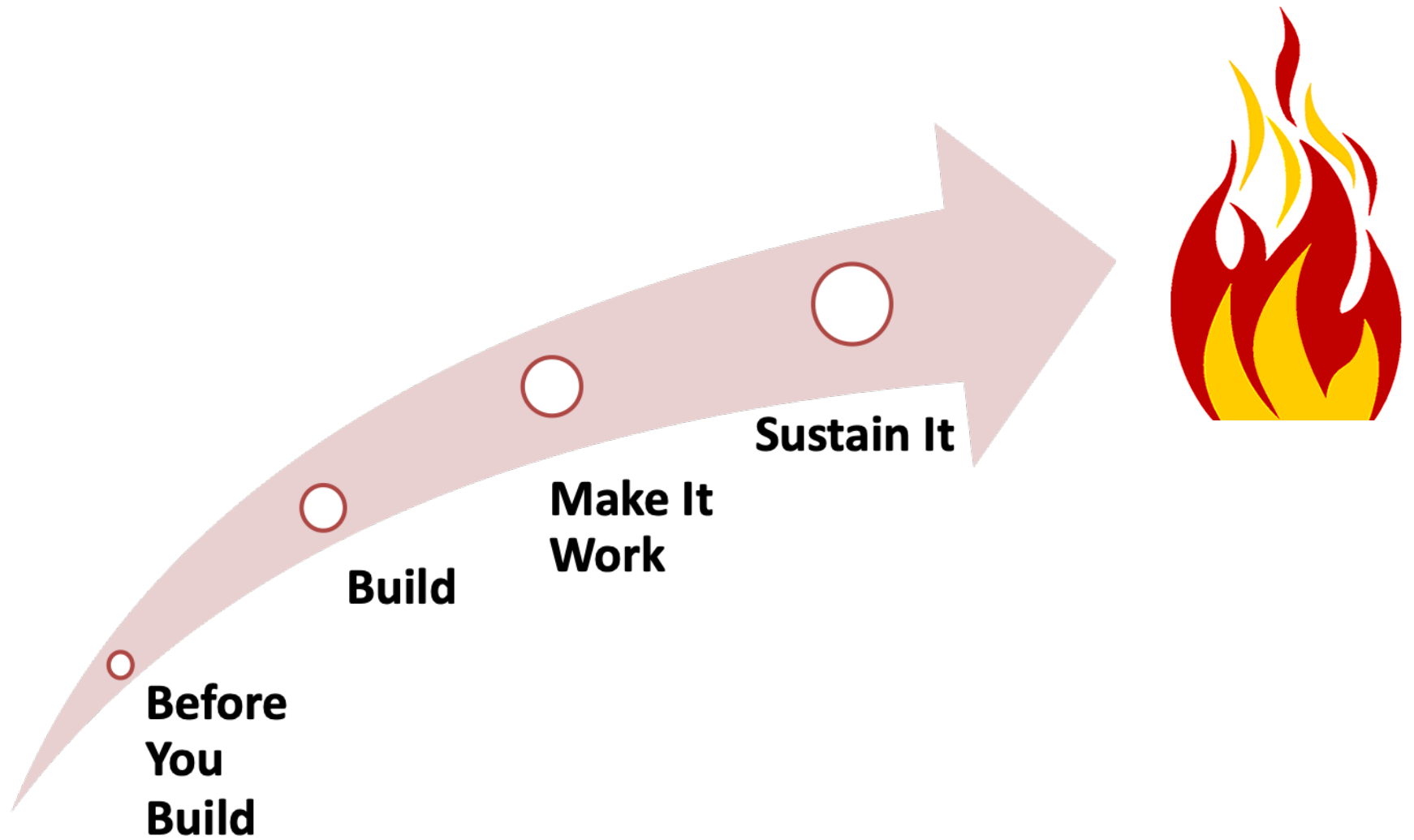
**...lead to  
change**



LEARN  
to  
ADAPT



**Spin off  
strategies  
& change  
structure or  
processes  
if needed**



**Ignite Your Collaborative**



**CAN CHANGE YOUR  
COMMUNITY!**